

CORPORATE PLAN PERFORMANCE REPORT, QUARTER TWO 2020/21

Education and Children's Social Care Scrutiny



The Corporate Plan

The Plymouth City Council Corporate Plan 2018-2022 sets out our mission of 'making Plymouth a fairer city, where everyone does their bit'. It was approved by Full Council in June 2018.

The Corporate Plan priorities are delivered through specific programmes and projects, which are coordinated and resourced through cross-cutting strategic delivery plans, capital investment and directorate business plans.

The key performance indicators (KPIs) and their associated targets detailed in this report for the first two quarters of 2020/21 (April to September 2020) tell us how we are doing in delivering what we have set out to achieve in the Corporate Plan.

OUR PLAN A CITY TO BE PROUD OF



CITYVISION Britain's Ocean City

One of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.

OUR MISSION

Making Plymouth a fairer city, where everyone does their bit.

OUR PRIORITIES

OUR VALUES

WE ARE DEMOCRATIC

We will provide strong community leadership and work together to deliver our common ambition.

WE ARE RESPONSIBLE

We take responsibility for our actions, care about our impact on others and expect others will do the same.

WE ARE FAIR

We are honest and open in how we act, treat everyone with respect, champion fairness and create opportunities.

WE ARE CO-OPERATIVE

We will work together with partners to serve the best interests of our city and its communities.

A GROWING CITY

- A clean and tidy city
- An efficient transport network
- A broad range of homes
- Economic growth that benefits as many people as possible
- Quality jobs and valuable skills
- A vibrant cultural offer
- A green, sustainable city that cares about the environment.

A CARING COUNCIL

- Improved schools where pupils achieve better outcomes
- Keep children, young people and adults protected
- Focus on prevention and early intervention
- People feel safe in Plymouth
- Reduced health inequalities
- A welcoming city.

HOW WE WILL DELIVER

Listening to our customers and communities.

Providing quality public services.

Motivated, skilled and engaged staff.

Spending money wisely.

A strong voice for Plymouth regionally and nationally.

Plymouth
Britain's Ocean City

www.plymouth.gov.uk/ourplan

Structure of this Report

The purpose of this report is to provide a risk-informed analysis of performance against the priorities of the Corporate Plan 2018-2022. The priorities are grouped under 'A Growing City' and 'A Caring Council', and the outcomes for 'How We Will Deliver' – the enablers of the Corporate Plan – are also reported on.

Trend (RAG) colour scheme

A red-amber-green (RAG) trend rating is provided to give an indication of whether performance is improving or declining based on the two latest comparable periods for which information is available. For example, repeat referrals to Children's Social Care is compared to the previous quarter in the same year; household waste sent for reuse, recycling or composting is compared to the same period in the previous year (due to seasonality); and annual measures, such as public satisfaction with traffic flow, are compared to the previous year.

- Indicators highlighted **green**: improved on the previous value or is on an expected trend
- Indicators highlighted **amber**: within 15% of the previous value (slight decline)
- Indicators highlighted **red**: declined by more than 15% on the previous value
- Indicators not highlighted or 'N/A' have no trend or the most recent value is not comparable with previous values.

Target (RAG) colour scheme

A RAG target rating is applied for indicators that have a target. For these indicators, the bar for the latest reporting period is coloured either red, amber or green in the chart to visually display how we are performing compared with the target.

- Indicators highlighted **green** show where Plymouth is better than target
- Indicators highlighted **amber** show where Plymouth is within 15% of target
- Indicators highlighted **red** show where Plymouth is more than 15% worse than target
- Indicators not highlighted or 'N/A' show where no in year data is available to compare against target, or no target has been set.

Summary page

Performance summary pages are presented at the start of this report to visually display how we have performed against our Corporate Plan priorities. Our RAG rating on these pages is used to show whether we have done better, worse or had a slight decline from the previous quarter or year (coloured arrows), and whether we have done better, worse or got close to the target (coloured hexagons). Some indicators do not have a target (for example, due to being a new indicator) and will therefore have no target RAG rating (blue hexagons). Similarly, some of our indicators are new and we do not have any previous data to compare our performance to or it is not appropriate to compare to previous data; these will have no trend RAG rating in the summary pages.

For example, the hexagon for the percentage of business rates collected is green because at 56.6% in quarter two 2020/21 it is above the target (53.1%), whilst the arrow within the hexagon is amber because there was a decrease when compared to quarter two in 2019/20 (59.0%).



Education and Children's Social Care Quarter Two

Executive Summary

Improvements have been seen across the areas relating to education and children's social care in the first half of 2020/21. As shown in the performance summary below, all five of the key performance indicators that can be trend rated have shown improvements when compared to the previous comparable reporting period. Some of the education and children's social care highlights from the quarter two report are outlined below.

- The percentage of young people in education, employment or training increased to 90.0% in quarter one 2020/21, compared with 89.0% in quarter one 2019/20. Stakeholders and partners across the city have been developing the Skills Launchpad Plymouth, which is a one-stop-shop free skills service established to deliver a city-wide response to COVID-19 within a Resurgam programme.
- In response to the COVID-19 pandemic, many schools have developed effective remote learning and utilised a range of interactive platforms, such as Microsoft Teams or Google Classroom. All schools reopened at the start of term; the back to school campaign emphasised safe opening and attendance was higher than expected.
- There was a decrease in the percentage of children subject to multiple child protection plans; at 21.1% at the end of quarter two, this was better than target (23%) for the first time in more than a year and lower than the average percentage of our statistical neighbours (21.3%).
- Repeat referrals to Children's Social Care (CSC) saw a decrease for the eighth quarter in a row, down to 23.3%, which is a significant improvement on both the end of 2018/19 and 2019/20 positions.
- Although remaining significantly below target, there was a 60 percentage point increase in CSC complaints that were closed within timeframe in quarter two when compared with quarter one 2020/21, resulting in the highest timeliness performance seen for more than a year. The service is also on a trajectory to receive fewer complaints in 2020/21 for the second successive year.

The individual pages within this report reflect on what is working well, what we are worried about and what needs to happen for all of the key performance indicators relating to education and children's social care. In particular, we acknowledge areas in which performance is not meeting the targets that we have agreed and set out how we are working to address concerns and improve performance in these areas.

Education and Children's Social Care Quarter Two Performance Summary

Key performance indicators (KPIs) are used to measure performance against the priorities in the Corporate Plan. Seven of the KPIs included in the full Corporate Plan Performance Report relate to education and children's social care, spanning all three of the main Corporate Plan priority themes. The latest performance for these seven KPIs is summarised below and more detail on each KPI is given in the corresponding pages of this report.

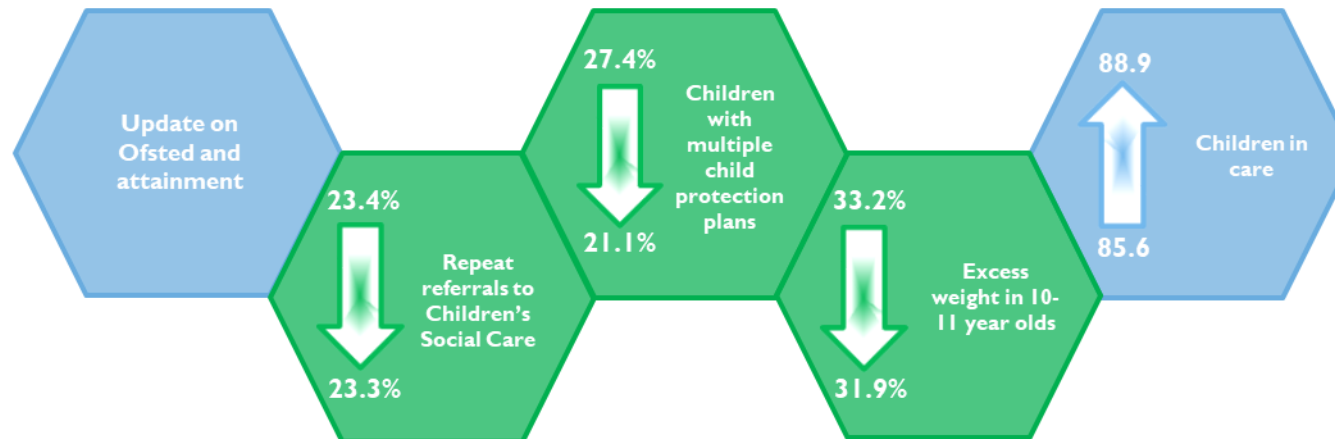
A Growing City



How We Will Deliver



A Caring Council



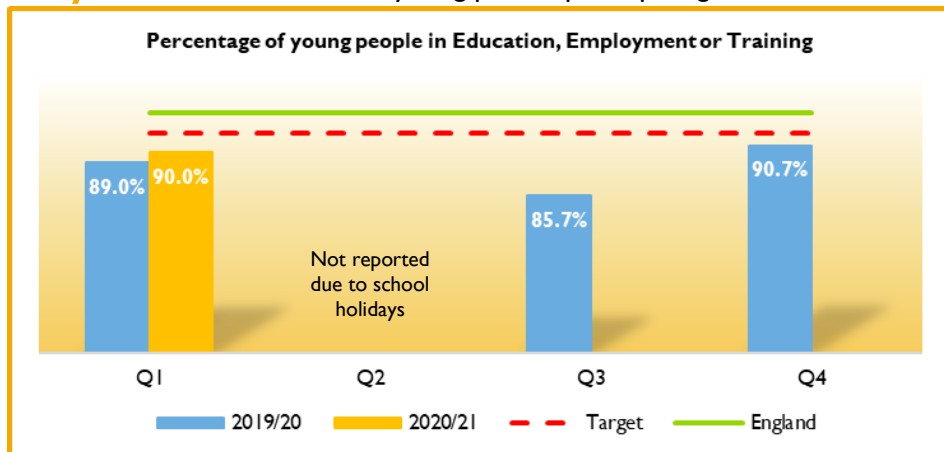
Corporate Plan priorities	Key performance indicators	Page number
Quality jobs and valuable skills	Young people in Education, Employment or Training	7

Quality jobs and valuable skills

Young people in Education, Employment or Training

What we measure: The percentage of young people aged 16 to 18 in academic years 12 to 14 who are going to, or remaining in, education, employment or training (EET).

Why we measure it: A young person participating in EET is an enabler to achieving better life outcomes.



How have we done? 90.0%

Increase of 1.0 percentage point from quarter one 2019/20.

Trend rating: **Green**

Target for 2020/21: 92%

Performance in quarter one is 2 percentage points below the target.

Target rating: **Amber**

What's working well? Stakeholders and partners across the city, led by Plymouth City Council, have been developing the Skills Launchpad Plymouth, which is a one-stop-shop FREE skills service established to deliver a city-wide response to COVID-19 within a Resurgam programme. The Skills Launchpad Plymouth was in place to support students at the end of August when exam results were announced and to aid choices for transition into post-16 education, employment or training. Careers South West responded to the impacts of COVID-19 through targeted support for young people in vulnerable categories and those identified in danger of becoming 'Not in Education, Employment or Training' (NEET). In particular, those young people in apprenticeships, or due to start apprenticeships, were contacted to identify difficulties and discuss alternative offers if appropriate. Careers South West have restructured teams to enhance support arrangements to meet these young people's needs.

What are we worried about? Work-based post-16 opportunities and routes are expected to diminish in the short and possibly medium term due to the impacts of COVID-19. The proportion of 16 and 17 year olds claiming Universal Credit between April and September has significantly increased (125%); whilst actual numbers are relatively low, we remain concerned as the proportion of 16 to 25 year olds has risen by 24% over the same period. Reduced income across communities may affect the ability of young people to remain in education, employment or training due to study costs. The range of provision available may need to meet the needs of more vulnerable groups and the inability of funding regimes to deliver responsive study packages could increase the number young people not in education, employment or training.

What needs to happen? Further roll-out of the Skills Launchpad Plymouth to include an Education Hub will support Information, Advice and Guidance (IAG) in schools. Multi-agency discussions on provisions and the support needs of NEETs and those at risk of becoming NEET need to galvanise support to develop flexible delivery options and bids for funds (e.g. Education and Skills Funding Agency/European Social Fund).

A Caring Council

Corporate Plan priorities	Key performance indicators	Page number
Improved schools where pupils achieve better outcomes	Update on Ofsted and attainment	9
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Reduce health inequalities	Excess weight in 10-11 year olds	13

Improved schools where pupils achieve better outcomes

Update on Ofsted and attainment

What we measure: Ofsted ratings for registered early years settings and schools, and the attainment outcomes from Early Years Foundation Stage to Key Stage 4. Please note that due to the COVID-19 outbreak, Ofsted inspections were suspended from March 2020. Ofsted assurance visits have started until inspections recommence early in 2021. All examinations were also cancelled in the summer term and attainment outcomes, including Key Stage 4 results, are not published. Therefore we are unable to report on any of the Corporate Plan measures associated with this theme.

Why we measure it: Ofsted ratings give a view of the quality of education provision within the city. A higher quality standard of education provision is an enabler to children being school ready and to achieving better outcomes. The Early Years Foundation Stage is an indicator of health inequality. It promotes teaching and learning to enable children's 'school readiness'. Key Stage 4 measures give an indication of the educational outcomes for young people once they reach the end of compulsory education. Higher attainment levels are an enabler to children achieving better long-term outcomes.

What's working well? All schools re-opened at the start of term, albeit some had a phased opening for year groups. The back to school campaign emphasised safe opening and attendance was higher than expected. Many schools that have developed effective remote learning have utilised a range of interactive platforms, such as Microsoft Teams or Google Classroom. Examples are evident from both primary and secondary schools, such as Yealmpstone Primary and Sir John Hunt Community Sports College. The 'Wellbeing for Education Return' project, delivered by The Zone Plymouth, provides ongoing support to maintained schools and academies, seeking to better equip education settings to support children and young people's wellbeing, resilience and recovery in the context of COVID-19 throughout autumn and spring of 2020/21. The Plymouth Standards Partnership (PSP) has brought about a coherent approach to recovery and improvement by compiling a robust 'umbrella plan' that incorporates renewed focus on the breadth of school improvement, alongside clear strategies to address the 'new' needs of disadvantaged and Special Educational Needs and Disabilities (SEN/D) pupils, as well as specific aspects arising from the COVID-19 crisis and the return to full-time schooling. Dedicated recovery and improvement plans across the three phases have been developed and endorsed by the Plymouth Education Board.

What are we worried about? It is expected that remote learning fits seamlessly into the school curriculum and schools are expected to have the capacity to offer immediate remote education for classes or groups who are required to self-isolate for a short period of time, or where there are local restrictions requiring pupils to remain at home. In a snapshot of the Ofsted visits this term, Ofsted has found that remote learning is not yet aligned to the regular curriculum; however, the Department for Education (DfE) has already outlined plans to address this. In Plymouth, we do not yet have an overall picture of our remote learning capabilities, but anecdotally we are aware that some of our schools are completely able to offer remote learning and others have very little expertise or capacity at this time. There are also practical problems, such as a lack of devices. Schools are encouraged to distribute school owned equipment accompanied by a user agreement or contract, and remind pupils that access is possible through large-screen technology.

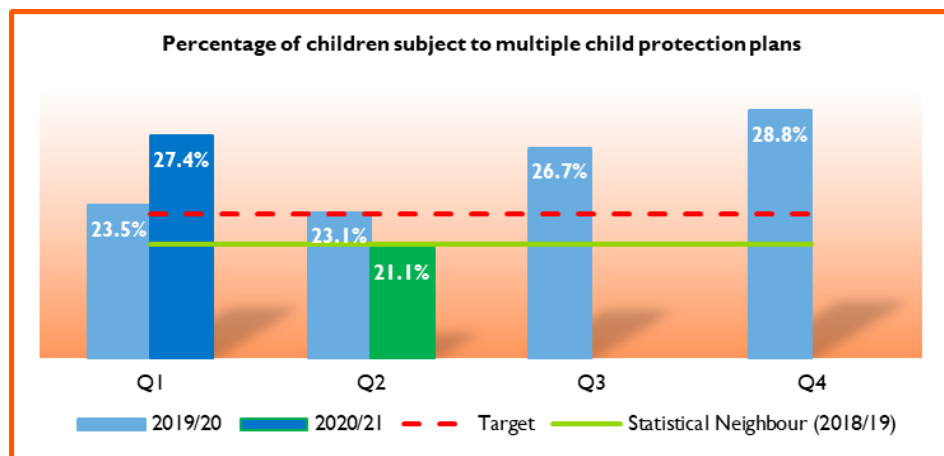
What needs to happen? Schools are being asked to plan for disruption to schooling throughout 2020/21. The DfE is constantly reviewing and re-issuing advice and guidance for schools, particularly in relation to actions required in the event of confirmed cases at a school. Schools in Plymouth are following guidance carefully and diligently. Ofsted has announced that it will be conducting assurance visits to schools between September 2020 and March 2021 and the main focus of the visits will be to ascertain from school leaders what is being done to support catch up for all pupils; there will be a focus on disadvantage. Whilst schools with poor outcomes and inadequate inspection grades will be prioritised, all schools may receive a visit. The Education, Participation and Skills department is providing information and support for all maintained school head teachers to ensure that they are prepared, with necessary data and information required by the inspectors. This, alongside work we do as a department, will provide invaluable insight into what needs to be commissioned to accelerate learning for all pupils and provide support for disadvantaged pupils.

Keep children, young people and adults protected

Children with multiple child protection plans

What we measure: The percentage of children starting a child protection plan who have previously been on a child protection plan.

Why we measure it: This indicator gives insight into children who have previously been deemed at significant risk of harm, had that risk mitigated and then later are again found to be at significant risk. This may be for the same or different reasons but highlights vulnerable children where a risk of harm has escalated back to the point where a child protection plan is once again needed.



How have we done? 21.1%

Decrease of 6.3 percentage points from the previous quarter, which is a decrease of 23.0%.

Trend rating: **Green**

Target for 2020/21: 23.0%

The decrease in quarter two now puts performance 1.9 percentage points (8.3%) below the target.

Target rating: **Green**

What's working well? At the end of quarter two, 21.1% of the new Child Protection Plans starting within 2020/21 were for children who had a plan at some point in their lifetime previously. This was a 6.3 percentage point decrease on quarter one and we are now meeting our target of 23% or less. Whilst we remain above the average for England (20.8%) and the average for Ofsted rated 'good' and 'outstanding' authorities (20.2%), we are now at a lower level than our statistical neighbours (21.3%). The 21.1% relates to 37 of the 175 new Child Protection Plans starting in 2020/21.

What are we worried about? We are committed to having the right children subject to Child Protection at the right time. This approach remains consistent but following the national lockdown we saw increases in the number of children requiring a Child Protection Plan. When we compare the end of quarter two of 2020/21 position with the end of 2019/20, there has been a net increase of 20 children subject to Child Protection. In mid-September the number of children reached a peak of 356 (a net increase of 46 children), which meant there were additional pressures on the department in terms of Initial Child Protection Conferences and visits.

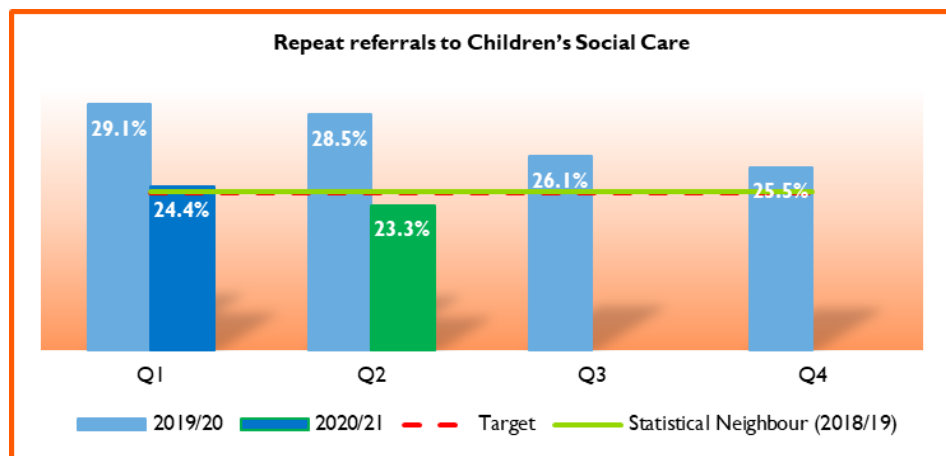
What needs to happen? This indicator speaks to a range of factors including the effectiveness of our early help approach and whether our practice, once families move into statutory levels of intervention, enables sustainable change. Over the remaining part of 2020/21 we are changing the ways that we work to ensure a far stronger focus on effective early intervention throughout Children, Young People and Family Services. This will both reduce the number of children who have been referred for the first time escalating in higher tiers of intervention and provide a more robust response to families where concerns re-emerge to prevent escalation.

Focus on prevention and early intervention

Repeat referrals to Children's Social Care

What we measure: The percentage of referrals to Children's Social Care within the financial year where there has been a referral within the previous 12 months for the same child.

Why we measure it: This gives insight into the effectiveness of the Children's Social Care response to concerns about children at the first referral. Repeat referrals may have been avoidable if we reached effective outcomes earlier, indicating that the child may not have received the right support at the right time to safeguard them and address their needs. It should be noted therefore that this indicator reflects historic as well as current practice.



How have we done? 23.3%

Decrease of 1.1 percentage points from the previous quarter, which is a decrease of 4.5%.

Trend rating: **Green**

Target for 2020/21: 24%

The decrease in quarter two now puts performance at 0.7 of a percentage point below the target.

Target rating: **Green**

What's working well? Re-referrals saw a decrease for the eighth quarter in a row, down to 23.3% at the end of quarter two of 2020/21. This is a significant improvement on both the end of 2018/19 position of 32.4% and the more recent 2019/20 position of 25.5%. We are currently meeting our target of 24.0% or below.

What are we worried about? With the emergence of COVID-19, followed by 'lockdown' coming in to effect in the last week of quarter four of 2019/20, we have seen increases in the number of referrals being received. In the first half of 2020/21 we received 1,843 referrals compared to 1,472 referrals in the same period of 2019/20; this equates to an increase of 25.2%. Since the end of 2019/20, the general increase in referrals over the last two quarters has led to an increase in both the number of children subject to a Child Protection Plan (up 20 to 330) and the number of children in care (up 34 to 470). These increases mean that there is more demand on the service but also added pressures on the Council's finances.

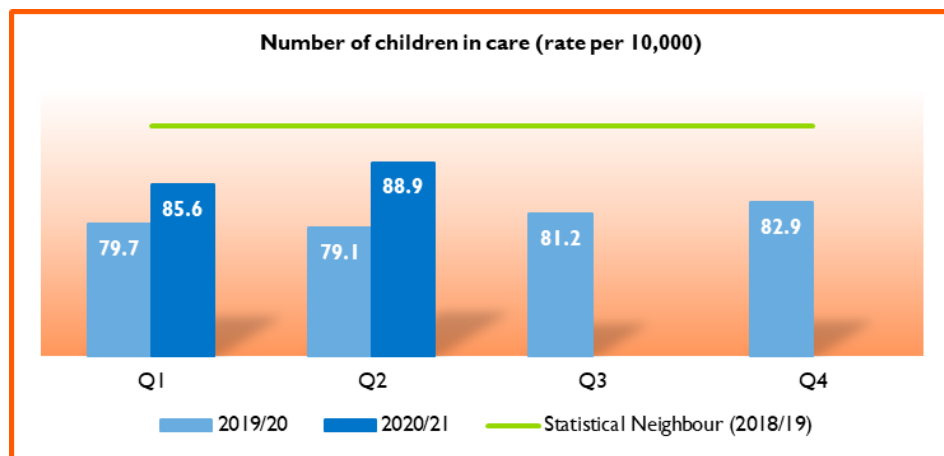
What needs to happen? We are actively considering resilience within the Plymouth Children's Gateway (PCG), and capacity issues both in the Plymouth Referral and Assessment Service (PRAS) and across the wider service as the work moves through, in response to the expected spike in workload due to the numbers and complexity of referrals. Thresholds at the front door are kept under close review and are subject to auditing. We are progressing the planned review of the front door configuration in order to ensure that practice is strong from the first point of contact with a family and to remove some duplication of processes.

People feel safe in Plymouth

Children in care

What we measure: When a child (or young person) is made the subject of a care order, we have legal responsibility for them. We count a child as a 'child in care' if they get accommodation for a period of more than 24 hours, are subject to a care order, are accommodated under section 20 of the 1989 Children's Act or are subject to a placement order (adoption). To enable comparison against other authorities, we report the number as a rate per 10,000 children within our authority's population.

Why we measure it: This indicator helps us to quantify how many children and young people we have a corporate parenting responsibility for and assists us in forecasting our resource requirements (e.g. staffing, accommodation and finance).



How have we done? **88.9** (rate per 10,000)

An increase of 3.3 from quarter one – this relates to 470 children in care in quarter two 2020/21, which is 34 more children than at the end of 2019/20.

Trend rating: **N/A**

Target for 2020/21: N/A

Whilst a decrease is desirable, it is not appropriate for us to set a formal target for the number of children that we provide care for.

Target rating: **N/A**

What's working well? The COVID-19 pandemic and national lockdown brought a number of challenges to the service as a whole. Despite these additional pressures, the service was able to quickly adapt its way of working and continue to physically visit our most at risk children in a COVID-19 secure way, or utilise video calling for those children where it was appropriate to do so. Most performance indicators have either been maintained or seen improvements over the last six months.

What are we worried about? The rate of children in care per 10,000 has increased from 82.9 at the end of 2019/20 to 88.9 at the end of quarter two of 2020/21 (470 children). Whilst this level is below the 2018/19 statistical neighbours' rate of 94.4, we remain above the England average (65.0 per 10,000) and the level for authorities rated as 'good' or 'outstanding' by Ofsted (63.0 per 10,000). The COVID-19 pandemic has seen increases in the number of children in care nationally and other councils will be facing the same pressures as ourselves. Provision of suitable placements, particularly the preferred option of 'in-house' fostering placements, remains challenging. Budgetary pressure primarily caused by some high cost care packages is rated as **red** (high) on the strategic risk register.

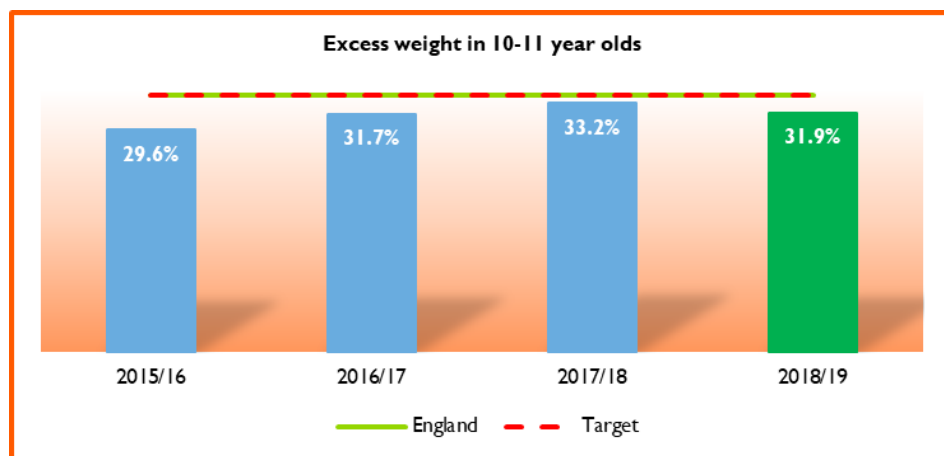
What needs to happen? We have developed our 'Edge of Care' response within the Adolescent Support Team to ensure that services are available to children at risk of entering care, as well as working intensively with those who may be able to return to their families from care (reunification). The planned changes to the way in which we work to ensure a more effective early response will also play a key role in preventing escalation of children into care. Robust legal planning and tracking systems have been developed in order to ensure strong oversight and scrutiny of decisions to move into legal proceedings.

Reduce health inequalities

Excess weight in 10-11 year olds

What we measure: The prevalence of excess weight (including obesity) among children in Year 6 (aged 10 to 11 years old). The latest available data is for 2018/19, with the next national data release due in quarter three.

Why we measure it: Excess weight in childhood is a key risk factor for obesity and its associated illnesses in adulthood, as well as potentially having a negative impact on children's physical and mental health.



How have we done? 31.9%

Decrease of 1.3 percentage points from the previous year, which is a decrease of 3.9%.

Trend rating: **Green**

Target for 2018/19: 34.3%

The decrease in 2018/19 puts performance at 2.4 percentage points (7.0%) below the target.

Target rating: **Green**

What's working well? Levels of obesity in Year 6 pupils in Plymouth are significantly better than the England average. We continue to focus on giving children the best start in life, making schools health-promoting environments, managing the area around schools through fast food planning policy, and working with partners to raise awareness of the complexities associated with individual behaviour change where weight is an issue. The prevalence of overweight pupils seen in the reception years is reversed by the time these same pupils reach Year 6.

What are we worried about? Though levels are lower than England for Year 6, these levels are too high. Childhood obesity is closely linked to deprivation and therefore is a strong indicator of inequality. Being overweight and obese in childhood is a risk factor for overweight and obesity in adulthood and increased risk of diseases, such as Type II Diabetes, cancers, and cardiovascular diseases. Healthy weight can only be addressed through a whole system approach, where everyone works together to have an impact. The prevalence of overweight pupils in reception years is 25.9%, which is the highest seen since 2006/07.

What needs to happen? There is a lack of a firm evidence base on the most effective interventions to reduce excess weight in children. We are therefore working on developing the current system offer to improve outcomes for children, young people and their families. We know that provision of prevention and early intervention measures are key in making a difference for families, along with an environment that supports healthy behaviour, and we will continue to work with our partners to create change. The National Child Measurement Programme was halted due to COVID-19, meaning that fewer children were measured in 2019/20. Guidance for the 2020/21 programme is due in the autumn and will align with relevant Public Health England and other government department COVID-19 guidance provided to schools, local authorities and NHS community services.

How We Will Deliver

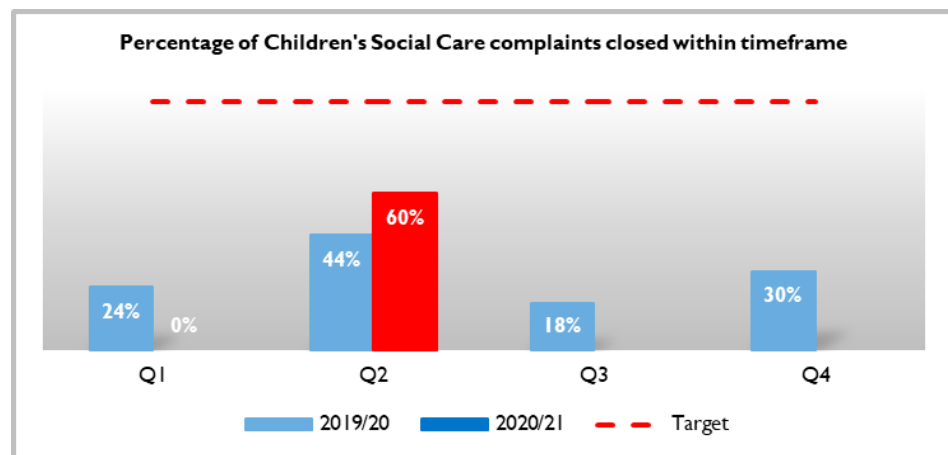
Corporate Plan priorities	Key performance indicators	Page number
Providing quality public services	Statutory complaints completed within timescales	15

Providing quality public services

Statutory complaints completed within timescales

What we measure: The percentage of Children's Social Care (CSC) complaints that are responded to within expected timescales (20 working days) and the percentage of Adult Social Care (ASC) complaints responded to within a timescale agreed with the complainant. Responses to CSC complaints are dealt with solely by Plymouth City Council whilst Livewell Southwest (LWSW) respond to ASC complaints.

Why we measure it: People accessing CSC and ASC services are some of the most vulnerable people in the city. For this reason it is extremely important that we respond to complaints in a timely manner. This indicator allows us to assess how well we are performing in this area.



How have we done? 60%

Increase of 60 percentage points from quarter one 2020/21.

Trend rating: **Green**

Target for 2020/21: 95%

Performance in quarter two now puts performance at 35 percentage points below the target.

Target rating: **Red**

What's working well? Between 1 April and 30 September 2020, 23 CSC complaints were received; this means that the service is on a trajectory to receive fewer complaints for the second successive year (55 in 2019/20). The percentage of complaints either fully or partially upheld each month is improving. In July and August performance was 40% compared to an average monthly rate of 75% between February and May 2020. Between 1 April and 30 September 2020, 24 ASC specific complaints were received and of those resolved during the period (12), 100% were resolved within the timescale agreed with the complainant. On average over the period it took 55 days for a complaint to have been fully dealt with, which is an improvement on the previous 12 month average of 58 days.

What are we worried about? The percentage of CSC complaints that were completed within timescales in quarter two was 60%; performance is improving and how we respond to these complaints will remain a priority for the service. Twelve ASC complaints were closed, seven (58.3%) of which were either fully or partially upheld; this is a reduction on last year but we will continue to engage with the provider regarding lessons learnt.

What needs to happen? The coordinating of complaints for the CSC service by a senior manager will continue and this has led to an upturn in performance. With regard to ASC complaints, regular monitoring meetings ensure that a robust process to deal with statutory complaints is in place.

Further Information

This report was produced by the Plymouth City Council Performance and Risk Team. For further information, please contact:

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